

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 14, 2010 IN THE STATE ROOM

- Present:** Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Charnovitz ; Professors Barnhill, Biles, Castleberry, Corry, Galston, Garris, Helgert, Johnson, Kessman, Ku, Lipscomb, McAleavey, Pagel, Parsons, Rehman, Wilmarth, Wirtz and Yezer
- Absent:** President Knapp, Deans Barratt, Brown, Burke, Dolling, Futrell, Lawrence, Phillips, Reum, and Scott; Professors Boyce, Cordes, Costanza, Dickson, Garcia, Harrington, Hotez, Klaren, Shesser, and Simon

The meeting was called to order by Vice President Lehman at 1:20 p.m.

INTRODUCTION OF NEWLY ELECTED AND RE-ELECTED SENATE MEMBERS

Vice President Lehman introduced newly elected and re-elected Senate members. Newly elected members present at the meeting were Professors Kessman, Ku, McAleavey, and Yezer; Professor Shesser was absent. Re-elected members present were Professors Galston, Helgert, Lipscomb, Wilmarth, and Wirtz. Professors Cordes, Harrington, Hotez, and Klaren were absent. Professor Charnovitz was re-appointed as Parliamentarian for the 2010-11 Session.

UPDATE ON THE INNOVATION TASK FORCE

Associate Vice President for Academic Operations Jeffrey Lenn distributed a copy of the Update. He began by reviewing the goal of the Task Force, which is to increase the University's investment in academic programs, research and the student academic experience. The focal point for the work of the Task Force has been to find ways to increase the efficiency and productivity of academic and non-academic programs so that at the end of five years, an additional \$60 million per year will be generated to invest in academic priorities.

This has been a four phase process. The first phase, which is ongoing, is to gather innovative ideas. Up to this point, over 400 ideas have been received, primarily through the website set up by the Task Force. Three student forums were conducted that generated more than 75 ideas. The Task Force also met with the Parent's Council in order to seek its input.

The second phase involved analysis of the ideas submitted. Two Committees, one on Business Processes, and the other on Learning and Teaching, reviewed the ideas in

order to identify the ones they thought would have the greatest significant impact initially. This review included talking to various stakeholders in order to understand the concepts under consideration, and perform a preliminary analysis to determine if the idea would allow the University to increase productivity, either through decreasing costs, or generating revenue. At the end of this process, the two Committees made presentations to the Task Force Steering Committee, with the Steering Committee then choosing the top 15 ideas which would go forward.

In the third phase, top ideas were vetted with the GW community. This was accomplished by posting a brief description of each idea on the website, along with an abstract of the Committee analysis. Three showcase sessions – at the Foggy Bottom, Mount Vernon, and Virginia campuses -- were conducted in April to foster person-to-person contact. Each idea was presented, and facilitators were employed to move the discussions forward. The resulting input was collated by notetakers, coupled with input from the website, and forwarded to the Committees for review. The Committees have been working for the last ten days to modify and hone the proposals based on feedback from the GW community.

The fourth phase will occur on the first of June, when the two Committees will make their presentations to President Knapp and his senior staff for their review and discussion. The Task Force expects that guidance will be forthcoming on the next step, implementation. Implementation, of course, will require planning and further, more sophisticated analysis of the proposals, and there is no expectation that it can be accomplished immediately. During the implementation phase, the idea is to develop a plan for each of the ideas which is prioritized, so the Task Force can move forward.

Vice President Lenn described the Innovation Fund, which has been set up as a separate fund to hold the savings or new revenue generated for spending. The authority for spending these funds is limited to two people – the President and the Executive Vice President for Academic Affairs.

At this point, the fund contains \$2.8 million which reflects savings and projected new revenue. Executive Vice President Lehman has already allocated \$500,000 to Columbian College of Arts and Sciences for academic advising, and it is expected that some money will be allocated for the degree audit program. It is important to recognize that the four categories eligible for funding at this point are funds for faculty hiring or additional faculty compensation; funding for faculty research (this would go beyond sponsored research); expansion or investment in new academic programs; and the enhancement of the student academic experience. The Task Force is working to make the sources and expenditure of monies in the fund transparent to the University community.

Discussion followed. Professor Helgert asked about the reliability of financial projections for the top ideas. Vice President Lenn responded that the Task Force has not had the capacity to do a full financial analysis, and that his sense was that the ideas presented to the President and the senior staff would undergo some modification.

Professor Yezer congratulated Vice President Lenn on this effort and asked what would happen to the other 385 ideas once 15 proposals were selected for implementation.

Vice President Lenn responded that the Committees have not been able to do a full analysis on all 400 ideas received. Going forward, the Task Force plans to develop a method by which additional evaluations can be conducted, so that the numerous proposals received will not be discarded.

Professor Wilmarth asked if a decision has been made concerning the four-credit course idea -- whether these classes would include four hours of contact time in class or only three hours. Vice President Lenn said he did not know if this has been discussed by the Committee yet. Professor Wilmarth said it appears that 3 credit hybrid courses do decrease the amount of contact from 3 hours to 2. He asked if GW's market basket or aspirational schools are similarly moving toward a greater reliance on non-class contact time, either through online courses or other means. Vice President Lenn advised that Vice President Lehman has established a new Task Force to look at online courses, and it is expected this group will be in conversation with the Innovation Task Force's Learning and Teaching Committee. He added that it would be helpful if Professor Wilmarth and others with questions or input about the proposals would submit them to the Task Force website so that they can be forwarded to the appropriate Committee.

Professor Corry said it sounds as if the process is going very well in terms of saving money and generating new revenue. Beyond review of the initial 400 ideas, he asked if the work of the Task Force would continue once those are processed. Vice President Lenn said the effort to infuse GW culture with a typology of innovation would continue beyond the initial work of the Task Force, but it has not determined yet what form that would take.

Professor Barnhill asked if a proposal to establish co-op programs where students would alternate study and work experience had been made. Vice President Lenn responded that he would appreciate Professor Barnhill's submission of this idea to the website, as the whole idea has not yet been considered.

Professor Wirtz asked if ideas determined worthy by the President and his senior staff would be brought back to the Senate prior to implementation. Vice President Lenn noted that the Senate has been involved in the process throughout with some members serving on the Committees. In terms of the two issues raised by Professor Wilmarth, the implementation phase would certainly involve key people and that could very well include the Senate. The hallmark of the Task Force's work is that it is not driven from above, but rather, has been conducted in the spirit of involving all of the key stakeholders as the process moves forward.

Professor Garris said he thought this is a very excellent activity; however, after looking over the new ideas, he had concluded that there are no new ideas, except possibly substituting the use of natural gas for electricity to save on utilities. For example, the Engineering School has utilized co-op programs, study abroad and distance learning programs. Largely because the School did not have the administrative capacity to administer these programs adequately, each was discontinued. Vice President Lenn responded that the Task Force is taking a fresh look at the ideas generated. The question is not whether the idea has worked in the past but to take a careful look at the University as it is now to see if it will work. Certainly, change cannot be accomplished unless there are adequate resources.

Professor Galston noted that the Law School has had an externship program for a very long time and she suggested that the experienced staff in this unit might be useful to the Task Force in connection with the establishment of internship opportunities. Vice President Lenn said he thought this was a great suggestion, and invited Professor Galston to submit this idea in writing to the website. The first two pages of the Update are enclosed; the top ideas may be viewed at this link:

<http://innovation.gwu.edu/pages/ideaspreview.html>)

**RESOLUTION 10/2, "A RESOLUTION ON FACULTY COMPENSATION  
INCREASES AND COMPENSATION POLICY"**

As Professor Cordes, Chair of the Fiscal Planning and Budgeting Committee, could not be present at the meeting, Professor Lipscomb introduced Resolution 10/2 on behalf of the Committee.

Resolution 10/2 urges the University Administration and the Board of Trustees to provide for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University's continued strong financial position. Professor Lipscomb pointed out that merit pool funds are used to reward and encourage the best faculty members with salary increases, to fund salary increases that accompany promotion, and to make counteroffers to keep faculty members from accepting positions at other educational institutions.

Professor Lipscomb said she thought that GW is fortunate to have a large number of outstanding faculty members who are excellent teachers and internationally known researchers, and the University wishes to retain them. A lot of money has already been invested in recruiting them. The University conducts national, usually international searches; it pays competitive starting salaries, and sometimes provides considerable startup funds, and/or scholarly travel money. In some cases elaborate facilities renovations are made for these people to provide new labs, clinics, or art studios. The University also has staff who devote a considerable amount of time to help faculty members submit and administer grants. If current faculty members leave the University, it loses that investment and in fact, those investment monies must be found all over again to hire somebody new.

Professor Lipscomb observed that the Senate learned recently from Vice President Lehman that the University has made considerable progress in improving average faculty salaries. Professor Cordes also provided a graph showing GW has made considerable progress, but not as much as GW's market basket schools. This year the average GW faculty salary ranked tenth among the fourteen market basket Universities in the assistant and full professor ranks, and 6<sup>th</sup> in associate professor ranks. Next year the University is projected to do better, but the University will have to wait and see what the competition does before it knows how the final results compare.

Professor Lipscomb said she thought that some might argue that a lot of universities are now cutting or freezing salaries, and freezing positions. If they are doing that, the question is why GW even needs to consider a faculty salary merit pool. The answer is twofold. One is that GW has been fortunate to have pursued prudent fiscal management



policies, and it is weathering the recession very well. The opportunity is there for it to make real gains in professorial salaries. More important, other educational institutions, including the University of Miami and Emory, who have also weathered the recession well due to their own prudent fiscal management, are not planning on cutting and/or freezing salaries or on freezing positions. Instead, these schools are moving up very aggressively. Professor Lipscomb said that she thought GW should follow this course and do better than its competitors and aspirational institutions. Part of that is doing everything possible to keep the University's best faculty here and keep them strong and productive. In conclusion, Professor Lipscomb urged Senate members to vote in favor of Resolution 10/2.

Discussion followed. Vice President Lehman noted that the AAUP salary information just made available is a year old, as it usually is; however, at last report, GW was within \$2. of the 80<sup>th</sup> percentile for Assistant Professors. Associate and Full Professor salaries rank above the 80<sup>th</sup> percentile. Significant progress has been made over the last few years.

During the discussion, Professor Parsons distributed information and commented on the history of faculty salaries at GW since 2005. He pointed out that in that year, President Trachtenberg announced a salary freeze, which followed two or three salary freezes in the not too distant past. A Committee of Concerned Faculty, primarily from the Economics department, began to wonder about the freeze as the University appeared to be prosperous and a financial crisis did not seem imminent. One of the things concerned faculty tracked was salary data from the Chronicle of Higher Education and other data sets from the Chronicle website. The information distributed contains data on all D.C. Schools, and what Professor Parsons said he viewed as GW's primary local competitors, American University (AU) and Georgetown University (GU). Professor Parsons said that over the years reflected in the report, as President Trachtenberg's zeal for building versus educating and research hit its peak, GW fell progressively behind both AU and GU in a very serious way. Despite the fact there was no financial crisis, the conflict was resolved by President Trachtenberg, who announced he was going to delay salary increases by 6 months. While it appears that in the last year the salary situation has improved somewhat, Professor Parsons said it is important to remember the University fell behind in resources devoted to GW faculty salaries starting in 2002, and stayed behind. If progress on the salary front continues, this may be remedied, but if that progress stalls, the University will remain behind. (Professor Parsons' information on full professor salaries is enclosed.)

Professor Galston observed that GW faculty receive raises in January of each year, and she asked if AAUP data is compiled on this basis so it is comparable. Vice President Lehman said the timing of salary increases at educational institutions varies. However, information reflected in salary data made available in *Academe Today* each year is identical to that submitted by educational institutions to IPEDS. This is official information for government reporting purposes, and is auditable.

The question was called on Resolution 10/2, a vote was taken, and the Resolution was adopted. (Resolution 10/2 is attached.)

## INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

## GENERAL BUSINESS

### I. NOMINATION FOR ELECTION TO THE FACULTY SENATE EXECUTIVE COMMITTEE FOR THE 2010-11 SESSION

Professor Castleberry moved the nomination of Professor Bruce Dickson to the Senate Executive Committee in place of Professor Peter Klaren (ESIA), who is unable to serve. The nomination was approved.

### II. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2010-11 SESSION

Professor Castleberry requested approval of dates for the regular meetings of the Faculty Senate for the 2010-11 Session. The following dates were approved:

September 10, 2010	January 14, 2011
October 8, 2010	February 11, 2011
November 12, 2010	March 11, 2011
December 10, 2010	April 8, 2011
	May 6, 2011

### III. NOMINATION FOR ELECTION TO THE DISPUTE RESOLUTION COMMITTEE

Professor Castleberry moved the nomination of Professor Juliana M. Taymans (GSEHD) for election to the Dispute Resolution Committee for a three-year term commencing May 1, 2010. The nomination was approved.

### IV. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2010-11 SESSION

Professor Castleberry moved the nominations for election of Chairs and members of the Senate Standing Committees for the 2010-11 Session. The nominations were approved. (The list of Chairs and members of the Standing Committees is enclosed.)

### V. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT OF FACULTY MEMBERS TO ADMINISTRATIVE COMMITTEES

Professor Castleberry moved the following nominations to Administrative Committees: Joint Committee of Faculty and Students: Alan Wade, Faculty Co-Chair,

Alison DeLeo, Hartmut Doebel, Carmen Gomez, Catheeja Ismail, Amy Mazur, and Monica Ruiz; Marvin Center Governing Board: Nicole Burwell. All of the nominations were approved.

VI. NOMINATIONS FOR APPOINTMENT OF FACULTY MEMBERS BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Castleberry moved the nomination of the following faculty members for appointment: Committee on Academic Affairs: Michael S. Castleberry; Committee on Advancement: Joseph J. Cordes; Committee on Student Affairs: Alan G. Wade; Committee on External Affairs: Christine J. Zink. The entire slate was approved.

VII. NOMINATIONS FOR ELECTION BY THE FACULTY SENATE OF FACULTY MEMBERS TO THE STUDENT GRIEVANCE REVIEW COMMITTEE

Professor Castleberry moved the nominations of the following faculty members: Kimberly Acquaviva, Heidi Bardot, Mary J. Barron, Nicole Burwell, Joan Butler, Michael S. Castleberry, Venetia L. Orcutt, Rumana Riffat, Edward Robinson, and Beverly Westerman. The entire slate was approved.

VIII. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is enclosed.

IX. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports were received and distributed at the meeting: Appointment, Salary, and Promotion Policies, Physical Facilities, Professional Ethics and Academic Freedom; and University and Urban Affairs. Also received and distributed was the Final 2009-10 Report of the Special *Ad Hoc* Committee on Financial and Operational Planning for the Science and Engineering Complex. (The Reports are enclosed.)

X. CHAIR'S REMARKS

Vice President Lehman reported that at the Board meeting that morning, the decision was made to establish the School of Nursing at the Virginia Science and Technology Campus effective July 1, 2010, with an official launch date of July 1, 2011, by which time the School will be fully operational. The decision memorandum incorporates the language of Senate Resolution 10/1 and states the Board's understanding that:

- 1) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
- 2) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and

- 3) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed School of Nursing, and that memorandum shall address in sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

Further, the memorandum, states, "In addressing Item 1 above, the Vice President for Health Affairs has committed to the funding of four tenured faculty lines in the School of Nursing for FY 2012."

Vice President Lehman also reported on the Board's action concerning Resolution 09/3 which calls for amending the *Faculty Code*. This was accepted by the Board and the changes recommended were approved. As reflected with the decision memorandum, in connection with the amendment to the footnote on page 18 of the 2004 *Faculty Code*, the Academic Affairs Committee of the Board recommended the following provisions:

- the Board acknowledges the strong contributions that research staff (as defined in Article I.B. 4 of the *Faculty Code* have played in the governance of the SPHHS;
- the Board emphasizes that, in matters that are not Code-specified governance matters, research staff in the SPHHS retain the right to participate in the governance of the Medical Center pursuant to the Medical Center Organization Plan;
- research staff may participate in governance activities reserved for regular, active-status faculty without the right to vote;
- the Administration continue to work with the Faculty Senate to explore means by which research staff in all Schools within the University may contribute to the governance of the University;
- research staff in the SPHHS be afforded an opportunity, where appropriate, to join the faculty in tenured, or tenure-accruing positions.

Discussion followed between Professor Wirtz, Vice President Lehman, Professor Castleberry, Professor Parsons, and Professor Wilmarth.

Professor Wirtz asked about item 2 and the extent to which research staff could participate in governance activities. Vice President Lehman responded that they would have the opportunity to serve on committees where their input is relevant, as they presently do on the University Research Committee. Professor Castleberry said that he thought Resolution 09/3 pertains to regular, active-status faculty participation in *Code*-specified governance matters. Participation on committees discussing other governance matters is not specified in the *Code*, and may vary by School.

Professor Wilmarth related that in discussions on items other than *Code*-specified governance matters in the Law School, essentially any member of the faculty can speak. At

the close of discussion, faculty members who have the right to vote may decide to go into executive session, continue the discussion among themselves, and conduct a vote. He added that he hoped that in the Schools of the Medical Center this would be the procedure followed.

Professor Parsons inquired about item 5. Vice President Lehman responded that this would be similar to an opportunity offered a number of years ago when President Elliott found it necessary to impose a freeze on hiring faculty in tenure lines. As a result, quite a number of contract faculty were hired and remained for a long period of time. It was decided to offer these faculty members a limited opportunity to decide whether to stand for tenure, and that is what is contemplated for research staff, as appropriate, in the SPHHS.

Before leaving the meeting to attend another University function, Vice President Lehman thanked members of the Special Committee on the Proposed School of Nursing for all of their work. Professor Castleberry, Chair of the Senate Executive Committee assumed the Chair at 2:55 p.m.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Wilmarth asked Professor Helgert about the Report of the Special *Ad Hoc* Committee on Financial and Operational Planning for the Science and Engineering Complex which indicates that costing information for the proposed Science and Engineering Complex (SEC) might not be presented until some time in late September, 2011. Professor Helgert said that the Ballinger firm has issued its final report on the benchmarking and programming process. The latest information available from the Operating Committee is that the University has just hired the Ballinger firm to conduct the next phase of the SEC project, which is design and costing. It is expected that Ballinger will produce fairly solid figures by late September in preparation for the Board of Trustees meeting in the middle of October.

Professor Wilmarth said he thought this timing is certainly not consistent with the Executive Committee's expectation that costing information for the SEC would be made available in the middle of August so that a reasonable period of time would be allowed for the Senate to evaluate this information. It certainly will not be available until after the agenda for the September 10<sup>th</sup> Senate meeting is decided upon. Professor Castleberry agreed that receiving the information sooner, rather than later, would be optimal.

An extended discussion concerning the proposed SEC followed. Professor Wirtz agreed with Professor Castleberry, saying he thought the recent experience with the Nursing School proposal may have set an unfortunate precedent. There was plenty of time for information on the proposal to be gathered and presented to the Senate and this was not done. The information had to be evaluated in an extremely short time frame, and in fact, a special meeting of the Senate one day before the Board of Trustees meeting was required to deal with the proposal. Costing information for the SEC proposal seems to be following a similar unacceptable path, if the Board really intends to consider the issue at its October meeting.



Professor Parsons observed that the Fiscal Planning and Budgeting Committee had approved and forwarded a Resolution to the Senate Executive Committee requesting SEC financial information by August 15. This Resolution was not placed on the agenda for the May 14 meeting. [Note: The Resolution was not submitted to the Executive Committee until May 5 and thus was not considered for placement on the Senate agenda. It was determined that the information request could be pursued over the summer through other avenues than a Resolution.] Professor Parsons said he found it absolutely unacceptable that SEC financial information would be made available two weeks before the Board meeting at which final approval for the SEC proposal would be sought.

Professor Garris agreed with Professor Parsons, saying he could not imagine the Board making the final SEC decision in October after having the Ballinger firm's estimate for only two weeks. That timeline also definitely precludes timely evaluation by the Senate.

Professor Biles, a member of the Special Committee on the Proposed School of Nursing, referred to Resolution 10/1 adopted at the special Senate meeting. The resolution recommended establishment of the Nursing School. According to Section IX. of the *Faculty Code*, the Senate has a responsibility and a role in major policy and planning decisions, particularly when those pertain to the creation of new Schools. Going forward with the SEC is certainly a major decision. Further, the administration is to provide information to the Senate in an adequate and timely manner so that a thorough evaluation may be made and recommendations formulated. Professor Biles said that these requirements had not been met with respect to the Nursing proposal, as only thirty days were allowed for evaluation once the information was submitted. If the timetable is for the final Board decision on the SEC to be made in mid-October, with financial information being made available in late September, then the Senate cannot begin to discuss its recommendations at the September 10<sup>th</sup> Senate meeting.

Professor Barnhill said he thought that if the Senate is to intelligently and thoroughly review a proposal for the SEC, more than just cost information for the building should be provided. In addition to a capital budget, a complete analysis of the project should be made available that would include projected revenues and expenses, including staffing and equipment costs.

Professor Helgert said that Ballinger staff will be conducting forums with interested faculty, deans, and department chairs throughout the summer on the design of the SEC. Ballinger staff will also be meeting with the SEC Operating Committee every two weeks over the summer. The Board of Trustees Committee on the SEC chaired by Trustee Nelson Carbonell will work also work closely with the Ballinger group. Once the design decision is made, Professor Helgert said he thought that Ballinger could come up with a cost estimate pretty quickly.

Professor Johnson said she assumed the Administration would have to provide some sort of financial modeling for the SEC project. Professor Barnhill reiterated his concern that information on the operating as well as the capital budget be provided to the Senate. Professor Helgert said his understanding is that Ballinger will provide a good estimate for construction of the SEC, but they are not charged with determining the operating budget for the building.

Professor Lipscomb said she thought it would be useful if Professor Helgert could verify the timeline for the SEC decision, and what it is exactly that the Board of Trustees will consider at its October meeting. If the Senate does not know what decision is to be made, it is not possible for it to know what information it requires in order to advise the Administration and the Board.

Professor Wilmarth agreed that information on the timeline was important. Currently the understanding is that the scheduled date for approval by the Board of Trustees is in October, 2010, followed by obtaining required approvals and permits, with construction proceeding in early 2011.

At the close of the discussion, Professor Castleberry assured everyone that the Executive Committee would monitor the situation as it develops over the summer, while keeping in mind the concerns raised, and he wished everyone a pleasant and productive summer.

#### ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 4:15 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary

**A RESOLUTION ON FACULTY AND STAFF COMPENSATION INCREASES AND  
COMPENSATION POLICY (10/2)**

**WHEREAS,** due to prudent and sound financial decisions, the University is in a strong financial position, as evidenced by the accumulation of reserves in excess of \$250 million and excellent credit ratings from S&P and Moody's; and

**WHEREAS,** the University administration and the Board of Trustees have noted that the current relative financial strength of the University presents an opportunity for The George Washington University to improve its position relative to that of other market-basket schools; and

**WHEREAS,** for Fiscal Year 2010 the University administration and the Board of Trustees were able to continue the past policy of providing for a 4% merit salary pool for faculty and staff while maintaining a balanced budget, and

**WHEREAS,** the quality of education and life at the University is inextricably linked to the quality of the faculty and staff which form its core, and compensation policy is crucial to maintaining that quality, and allowing the University to improve its ability to continue to compete for the best available faculty and staff; and

**WHEREAS,** the Board of Trustees is in the process of developing the University budget for Fiscal Year 2010-2011; and

**WHEREAS,** current budget projections indicate that the University's financial position for Fiscal Year 2011 will continue to be strong, **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF  
THE GEORGE WASHINGTON UNIVERSITY**

1. That the Faculty Senate commends the University administration and the Board of Trustees for the decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010; and
2. that the Faculty Senate strongly urges the University administration and the Board of Trustees to stay the course by providing for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position.

Committee on Fiscal Planning and Budgeting

April 20, 2010

Adopted May 14, 2010

## **Background Statement on the Faculty Senate Resolution 10/2 on Faculty Compensation Increases and Compensation Policy**

The quality of faculty and staff is an essential ingredient in the University's aspiration to move to the next level among institutions of higher education. It is laudable that the Board of Trustees and Administration decided to continue the recent policy of providing for a 4% faculty and staff merit pool for 2010.

There are, however, indications that consideration is being given to providing for a merit pool of 3% instead of 4% in the next university budget. Possible reasons for doing so might include: (1) Many other colleges and universities have either frozen salaries, or reduced them so that the higher annual increase of 4% is not needed to keep the University competitive; and (2) it is prudent in uncertain financial times for the University to budget for more modest increases in faculty and staff compensation.

The counter arguments for "staying the course" as recommended in the resolution are as follows.

1. It is certainly true that many other universities have had to freeze or reduce faculty and staff compensation for financial reasons. At such institutions, these actions have also been accompanied by austerity in other areas, such as plans for expansion of programs, construction of new buildings, etc. However, as the Resolution notes, thanks to prudent financial management, The George Washington University does not find itself in such circumstances. Indeed the Administration has stated several times that the current relatively strong financial position of the University offers a somewhat unique opportunity for the University to move forward relative to its competition.

This argument applies to faculty and staff salaries as well to other parts of the University budget. In commenting on GWU faculty salaries relative to its market basket the Middle States Accreditation report (Chapter 4) notes that while considerable progress has been made in improving average faculty compensation at the University compared to other similar universities nationally, progress has been considerably slower in making the University truly competitive compared with its market basket

*In a fiercely competitive environment, one must be willing to do all one can, and more, to come out on top. It is not clear that GW is in fact doing all it can and more or that it is progressing more rapidly than its competition.*

The attached spreadsheet of GWU faculty salaries compared with its market basket shows that in 2010, some improvement was achieved as a result of GWU providing for a 4% merit pool compared with raises offered at other market-basket institutions; but there was clearly room to do even better. The third panel of the spreadsheet shows what might happen if (a) GWU were to stay the course for 2011, and (b) the market basket schools behaved in 2011 as they did in 2010. This simple back-of-the-envelope exercise shows that there would be continued improvement in the University's competitive standing, and hence its ability to compete for the very best faculty.

2. Concern about the financial capacity of the University to stay the course is of course always relevant. The Resolution provides for this concern in the resolving clause. What is known at this point is that the University's financial performance for fiscal year 2009-2010 was extremely positive, and preliminary indications are that enrollments (a key variable) for 2010-2011 remain strong.

Submitted: May 7, 2010

Joseph Cordes

Chair, Faculty Senate Committee on Fiscal Planning and Budgeting

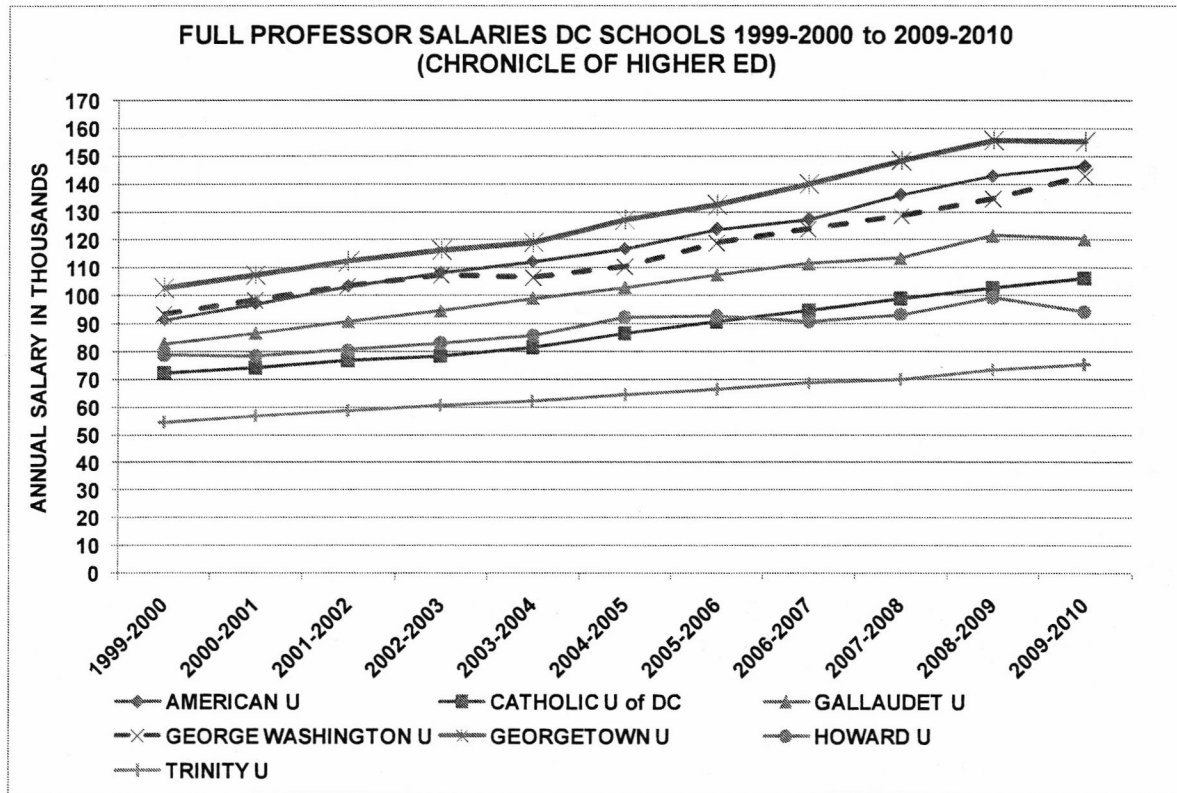
**AAUP Faculty Average Salaries GWU vs. BWU Market Basket Schools  
2008-2009, 2009-2010, and Projected 2010-2011**

	AAUP 2009-2010			AAUP 2008-2009			Percent Chng. 2009/10 vs.2008/09			"Projected Avg. AAUP Salaries for 2010-2011"***		
	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst
American University	\$146.5	\$96.4	\$67.2	\$142.9	\$92.6	\$67.6	2.5%	4.1%	-0.6%	\$150.2	\$100.4	\$66.8
Boston University	\$140.6	\$95.5	\$82.1	\$135.7	\$91.2	\$76.4	3.6%	4.7%	7.5%	\$145.7	\$100.0	\$88.2
Duke	\$160.8	\$102.6	\$89.8	\$161.2	\$107.3	\$89.5	-0.2%	-4.4%	0.3%	\$160.4	\$98.1	\$90.1
Emory University	\$154.8	\$99.4	\$83.4	\$153.4	\$100.5	\$84.1	0.9%	-1.1%	-0.8%	\$156.2	\$98.3	\$82.7
George Washington University	\$142.9	\$98.6	\$81.0	\$134.7	\$97.0	\$78.7	6.1%	1.6%	2.9%	\$151.6	\$100.2	\$83.4
Georgetown University	\$155.5	\$100.7	\$83.6	\$155.9	\$101.0	\$80.5	-0.3%	-0.3%	3.9%	\$155.1	\$100.4	\$86.8
New York University	\$171.1	\$101.5	\$92.7	\$170.7	\$103.7	\$93.5	0.2%	-2.1%	-0.9%	\$171.5	\$99.3	\$91.9
Northwestern University	\$166.3	\$106.9	\$95.3	\$161.8	\$105.3	\$93.5	2.8%	1.5%	1.9%	\$170.9	\$108.5	\$97.1
Southern Methodist University	\$133.4	\$89.9	\$84.4	\$127.5	\$88.8	\$84.2	4.6%	1.2%	0.2%	\$139.6	\$91.0	\$84.6
Tufts University	\$127.2	\$95.3	\$75.7	\$128.0	\$95.3	\$75.8	-0.6%	0.0%	-0.1%	\$126.4	\$95.3	\$75.6
Tulane University	\$128.0	\$84.0	\$67.8	\$125.9	\$83.4	\$65.2	1.7%	0.7%	4.0%	\$130.1	\$84.6	\$70.5
University of Miami	\$132.5	\$86.9	\$79.1	\$132.8	\$86.2	\$79.5	-0.2%	0.8%	-0.5%	\$132.2	\$87.6	\$78.7
University of Southern California	\$145.8	\$98.6	\$89.6	\$145.0	\$95.8	\$86.7	0.6%	2.9%	3.3%	\$146.6	\$101.5	\$92.6
Vanderbilt University	\$145.1	\$93.1	\$73.1	\$145.9	\$93.5	\$72.5	-0.5%	-0.4%	0.8%	\$144.3	\$92.7	\$73.7
Washington University	\$160.7	\$97.1	\$85.4	\$159.3	\$96.5	\$85.0	0.9%	0.6%	0.5%	\$162.1	\$97.7	\$85.8
<b>Market Basket Median</b>	\$145.8	\$97.1	\$83.4	\$145.0	\$95.8	\$80.5	0.9%	0.7%	0.5%	\$150.2	\$98.3	\$84.6
<b>GWU Ranking</b>	10	6	10	11	6	10	1	4	5	7	5	9

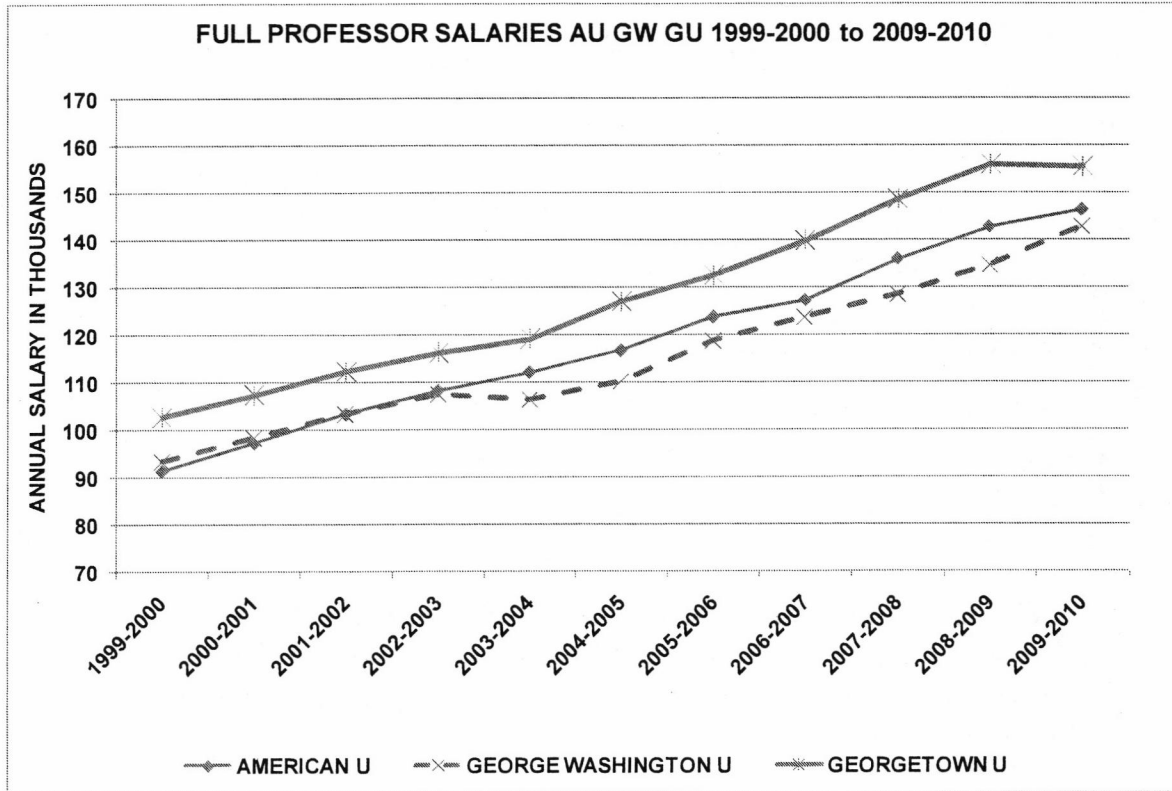
Projected average AAUP salary for 2010-2011 arrived at by applying the percentage changes in average salaries for 2010 to the AAUP averages for 2010



## FULL PROFESSOR SALARY TRENDS, ALL DC SCHOOLS 1999-2000 to 2009-2010



# FULL PROFESSOR SALARY TRENDS, AU, GU, and GW Only 1999-2000 to 2009-2010



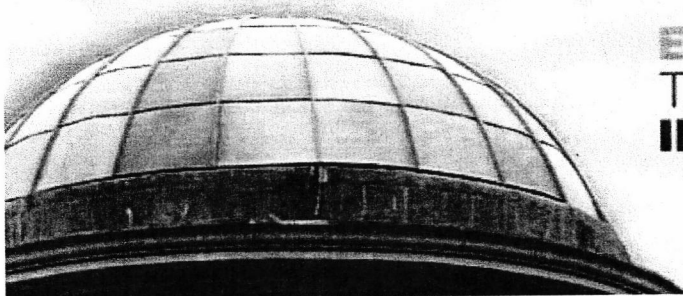
# **Innovation Task Force Update**

- 1. The Overall Goal**
- 2. A Four-Phase Process**
- 3. The Current Situation**
  - ❖ **Identification of 15 “Top Ideas”**
  - ❖ **Presentation to GW community**
    - **Website posting**
    - **Showcase Sessions on 3 campuses**
  - ❖ **Committee analysis and modification**
- 4. Presidential Review for Implementation**
- 5. The Innovation Fund**
  - ❖ **Categories for reinvestment**
  - ❖ **Current commitments**

**EXCELLENCE  
THROUGH  
INNOVATION**



# Showcases of Ideas



**EXCELLENCE  
THROUGH  
INNOVATION**



April 20, 22, and 26

The George Washington University Innovation Task Force  
invites you to participate in

## **Excellence Through Innovation Showcases of Ideas**

### **April 20, 2010**

4-6 p.m.

Marvin Center 405  
Foggy Bottom Campus

### **April 22**

11 a.m. - 1 p.m.

Eckles Auditorium  
Mt. Vernon Campus

### **April 26**

11:30 a.m. - 1:30 p.m.

Building 2 Executive Dining Room  
Virginia Science and Technology Campus

The Innovation Task Force has evaluated hundreds of creative ideas submitted by George Washington University students, faculty and staff to make GW more effective, efficient and innovative. Come and hear about the top ideas and give feedback to the Task Force as they prepare a recommendation for ideas to be implemented beginning this summer.

**Register for showcases**

**Preview the ideas**

**THE GEORGE WASHINGTON UNIVERSITY**  
WASHINGTON DC

(This message has been sent in accordance with The George Washington University mass e-mail policy and procedure. This procedure is available online at <http://my.gwu.edu/files/policies/GWMailPolicyFINAL.pdf> for review. This message was requested by Division of External Relations and was approved by the Vice President for External Relations)

**Annual Report to Faculty Senate, 2009-10 Session**  
**Committee on Admissions Policy, Enrollment Management,**  
**and Student Financial Aid**  
**Jorge Garcia, Chair**

The Committee met twice this year. The summary and recommendations from the first meeting held in the Fall 2009 are contained in the report submitted at the end of 2009. This report summarizes the information collected at the last meeting in April 2010 from the Director of Graduate Enrollment and the Director of the Graduate Support Office. The focus of the meeting was to examine admissions and financial aid at the graduate level. In contrast to undergraduate aid, graduate financial aid is decentralized in Departments and Schools, although there is an Office of Graduate Student Assistantships and fellowships. Most aid (99%) is merit based and given in the form of Fellowships and GAships, with funding coming from a portion of tuition revenue, endowments, sponsored projects and restricted funds. Funding from tuition revenue is allocated to schools based on projections and historical discount rates. The average discount rate at GWU is about .24, compared to a national rate of about .40. There are 114 endowments and most are dedicated. Special programs are presidential merit fellowships, selective excellence awards, Weintraub fellowships, and others like matching tuition on sponsored projects. Total funding is about \$30 million with about half going to CCAS.

Regarding graduate admissions, there is a steady growth in applicants in the last five years, particularly applications from U.S. students that are not local and international students. Most applications are on-campus while off-campus and VA campus remain low and steady.

Concerning graduate admissions and financial aid, the committee discussed some strategies that could be used to increase funding for Ph.D. students and increase graduate admissions, as summarized below:

- ◆ To study aid packages offered by our competitors
- ◆ To use the funding strategically, such as recruiting top doctoral students
- ◆ To increase research funds to be used with students particularly since our Ph.D. programs do bring revenue since they are not funded.
- ◆ To increase our recruiting international students by revising aid to that group.



**FACULTY SENATE COMMITTEE**  
**on**  
**APPOINTMENT, SALARY, AND PROMOTION POLICIES**  
**Annual Report (2009-10)**

The ASPP Committee held six meetings during academic year 2009-10. In addition, one subcommittee of the ASPP committee held a number of meetings during the year. Here are the major issues considered this year:

**Assessment of faculty performance.** The charge to ASPP asked us to continue our consideration of the current state of assessing faculty performance at GW. This year's Committee read the report on assessment of faculty teaching that was produced at the end of 2008-2009 by a joint subcommittee formed by ASPP and PEAFF.

Based upon a University-wide survey, the report concluded that different academic units employ different methods of assessment of faculty teaching. It was also the opinion of the subcommittee that this diversity is desirable and that no change to existing methods of assessment of faculty teaching was necessary. After a full discussion, the members of ASPP agreed with the conclusions of the report. The members of PEAFF similarly discussed the report and concluded that there was no need for change.

**Retirement plans' investment options.** The Committee appointed a subcommittee to review the investment options available for the University's retirement plans to see if the options should be expanded or otherwise altered. Ravi Achrol and Murli Gupta volunteered to serve on the subcommittee, which worked in consultation with Jennifer Lopez, Executive Director Tax, Payroll and Benefits Administration and her group. The subcommittee reviewed the current investment funds offered through the University retirement plans with regards to fund expenses and performance. In addition, they reviewed the range of investment options with particular focus as to whether GW should add to the investment fund options available to participants.

The following findings are preliminary:

Fund expenses were compared to data compiled by the Investment Company Institute and, in general, all of our fees are competitive relative to industry averages with the exception of the money market funds. There are several fund offerings which are lower than the industry average in their respective categories. GW will be reaching out to Fidelity to review the fees for these funds.

Fund Performance – The five year annualized return for each fund was compared to the average for each category in the Bloomberg database. The returns of all funds over the five year period ending April 1, 2010, are acceptable and competitive relative to the Bloomberg fund universe and appropriate market benchmarks, with the exception of one Fidelity fund and one Vanguard fund that performed lower than peer

funds. We will be asking Fidelity to provide further information on these two funds and review the level of participation in the current offerings.

While GW has expanded retirement offerings in the past few years, there are a few areas where we are considering adding investment options. In brief, we have identified several additional Fidelity and Vanguard funds, including Global Fixed Income funds, International Equity funds, U.S. Index funds and a Sector fund.

Ms. Lopez has stated that they will meet with EVP&T Katz in late April and will provide a more detailed update in early May. Phil Wirtz observed that instead of waiting to be informed of the findings of the review to be conducted by Lou Katz, ASPP or its subcommittee should be proactive and forge a two-way interaction with the administration.

**Partial Retirement.** The Committee was asked by Lilien Robinson, Chair of the Executive Committee, to review the University's policy on partial retirement. There is scant written guidance. Faculty Code VII.D states:

Subject to programmatic needs, full-time tenured members of the faculty with ten years of continuous full-time service who are above 60 years of age may elect to continue for a mutually agreed period on a half-time or two-thirds-time regular, active-status basis. Benefits and conditions of this reduced service will be as specified in the Faculty Handbook at the time the election is made to retire partially.

The Faculty Handbook 2.23 provides that a faculty member on partial retirement will usually be expected to fulfill teaching, scholarship, and service requirements commensurate with the degree of retirement. Such arrangements must be approved by the department chair, dean, and Vice President for Academic Affairs. There is no Board of Trustees involvement. Salary is also prorated, and salary increases may be awarded. Finally, the Handbook states that, after commencing partial retirement, a faculty member cannot increase his or her level of service at the University.

According to EVPAA Don Lehman, there are few faculty on partial retirement. Although there is no limitation on the years of service possible at possible retirement, faculty typically elect at most five years and sometimes retire fully before the completion of their contract.

ASPP discussed questions that may arise having to do with the rights and responsibilities of faculty electing partial retirement such as voting rights, benefits, office space. A subcommittee was established to consider these issues and make recommendations. It consists of Amy Mazur, Phil Wirtz, Murli Gupta, and Colin Green. They will continue their deliberations during the 2010-2011 academic year.

**Policy Change at Smith Center Pool.** Historically, faculty who are members of the Health and Wellness Center were permitted to use the pool at the Smith Center at specific times each week. Last year, after the Smith Center renovations, faculty were notified that this benefit

would no longer be available. Currently, only the members of the President's Club (who pay an initiation fee of \$1000, and about \$700 annual dues) can use the Smith Center pool. This policy has been explained as a resource issue, namely, that as a result of the renovations there might not be enough lockers to go around if the Smith Center pool were opened to all faculty members.

Gene Abravanel volunteered to research this issue further and report back to the Committee. He found that all of the local universities have athletic facilities including swimming pools. Georgetown University charges faculty members \$27/month for the use of its facilities and American University charges \$185/month; whereas Catholic and Howard Universities don't charge faculty members to use their facilities. Note that GW charges about \$300 per year for the membership of Health and Wellness Center.

The Committee felt that this issue should be addressed by the new Benefits Review Committee. VP Bob Chernak has also promised to look into this matter. ASPP decided that we should continue to work to enable faculty to gain access to the Smith Center pool without paying the \$1000 President's Club fee.

**Reconstituting the Benefits Review Committee.** Members of ASPP (Philip Wirtz, Murli Gupta, and Miriam Galston) and Bill Griffith met with Louis Lemieux, Chief Human Resources Officer, Janet Monaco, Director of Employee Benefits Administration, and Jennifer Lopez, Executive Director Tax, Payroll and Benefits Administration. The group discussed the proposed Benefits Review Committee, which both the faculty members and the members of the administration endorsed. The BRC will be permanent, rather than ad hoc, and will review faculty benefits on an ongoing basis. It was agreed that the BRC should provide one way for the administration to funnel information to faculty members. The BRC should also be a forum for representatives of the faculty to be a part of discussions about benefits policies and changes in the process of creating those policies or making those changes.

On the question of whether particular issues need to be considered as benefits as opposed to academic policies, the question of partial retirement benefits was raised. According to the Faculty Code, partial retirement is considered a benefit.

Because HR reviews benefits policies and practices during the summer, members of the BRC will need to be available for discussions during summer break.

**Changes in SMART TRIP policy.** In January of 2010, Metro planned to create three purses for the SMART Trip program – one purse for pretax funds, one for parking and one for money contributed by faculty/staff – not pre-tax. GW was unaware of this policy change till someone read it in the Washington Post. The DC Government delayed the change for the time being. Richard Lanthier will monitor the issue.

Respectfully,

Miriam Galston, Chair, ASPP

May 11, 2010

The George Washington University  
Faculty Senate Committee on Physical Facilities  
Final Report  
May 3, 2010

During the academic year 2009/10 the Senate Committee on Physical Facilities met on four occasions.

At its first meeting the committee travelled to the Virginia Science and Technology Campus, where it received a briefing by AVP Craig Linebaugh on the status of the campus physical infrastructure and plans for future construction. AVP Linebaugh reported on plans for migrating offices from Research I to Research II in order to provide more space in Research I for laboratories, and discussed the status of plans for the construction of the Transportation Research Building. He also offered a comprehensive summary of the various ongoing research projects and the associated laboratories.

At its second meeting Hermann Helgert gave a report on the activities during the Summer and Fall 2009 in connection with the Science and Engineering Complex. Significant events included

The engagement of Boston Properties to manage the process of planning, design and construction of the SEC

The appointment of an Operating Committee that includes representatives from the Administration, the Faculty Senate, SEAS, CCAS, and Boston Properties.

The hiring of Ballinger Architects in October 2009 to conduct the programming and benchmarking of the SEC.

During November and December 2009 Ballinger engaged in a series of meetings with representatives of the administration, the

chair of the Senate Physical Facilities Committee, the deans of SEAS and CCAS, and the chairs of relevant SEAS and CCAS departments. In addition, Ballinger conducted two faculty forums open to all SEAS and CCAS faculty and met on several occasions with the Operating Committee.

Also at the second meeting of the committee Associate Vice President for Academic Operations Jeffrey Lenn provided an update on the status of the classroom renovation activities and the building projects at the Mt. Vernon Campus.

At its third meeting the committee received a summary of the Final Report on the programming and benchmarking work conducted by Ballinger, and a summary of next steps in the design and construction phase of the Science and Engineering Complex.

At its fourth meeting the committee travelled to the Mount Vernon Campus, where Associate Dean Rachel Heller offered a comprehensive briefing on the various projects currently under construction or renovation, and a summary of the inventory of dormitory rooms, classrooms and laboratory facilities. The committee was also afforded the opportunity to tour the nearly completed Pelham Hall, and the forensic science facilities.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Edward L. Murphree, Margaret Plack, Daniel Ullman  
Ex-Officio: Alicia O'Neil, Elizabeth Amundson, Brian Biles (Executive Committee Liaison), Juan Ibanez, Louis Katz, Jeffrey Lenn, Jean Pec



Faculty Senate  
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE  
ANNUAL REPORT 2009-2010  
May 13, 2010

The Professional Ethics and Academic Freedom (PEAF) Committee met three times during the academic year and extensively communicated electronically throughout the year. The following is a summary of the issues considered and the current status.

1. **Proposed Patent Policy**

A proposed revision of the GWU Patent Policy was considered by the committee. A joint subcommittee was formed in collaboration with the Senate Committee on Research. The subcommittee was chaired by Professor Wilmarth and included Professors Garriss (MAE) and Loew (ECE) from PEAFF and Professors Mark Reeves (Physics), Mona Zaghloul (ECE), and Maria Bottazzi (Microbiology.) The subcommittee reviewed the patent policies of several peer and top institutions which were compared with the proposed and existing GW policies. The subcommittee strongly felt that the proposed patent policy would be unacceptable and was very much out of synch with the patent policies of peer institutions. Based on its research of institutions which are successful developing the intellectual property of faculty while maintaining a scholarly environment, the subcommittee felt there was an opportunity to propose a more visionary policy which will engender strong collaboration between the faculty and the administration in promoting research while encouraging inventiveness and entrepreneurship, being fair to both faculty and university interests. The sub-committee also noted that a visionary patent policy will be helpful in recruiting creative scientists and engineers. The subcommittee prepared a report and submitted it to the administration. The development of a new GW Patent Policy is ongoing and should be followed up in the coming year by PEAFF.

2. **Eligibility of Faculty in Governance**

The Executive Committee requested PEAFF to review and possibly update the footnote on page 18 of the Faculty Code which was included in 1976 because of the special role of Medical School faculty at that time. This footnote gives governance rights to all faculty eligible for membership in the medical Center Faculty Assembly. At this time, this includes a substantial number of research faculty and contract faculty from the School of Public Health and Health Services (SPHHS). In the recent Dean Search process in that school, research and contract faculty have assumed a strong role. There was concern that it was not the original intention of the Faculty Code to give such governance rights to research faculty. The committee was therefore charged with exploring whether or not the Faculty Code should be amended. The PEAFF Committee determined that modification of the Faculty Code was appropriate and presented resolution 09/3, entitled :**"A RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES"** to the Faculty Senate, and included an accompanying report. The Faculty Senate voted and the motion to adopt the resolution passed. No Pending issues for 2010-2011.

3. **Faculty Performance Evaluation**

In the 2008-09 academic year, PEAFF and ASPP formed a joint sub-committee to inquire about practices across GW for evaluating faculty teaching. The sub-committee was chaired by

Carol Hayes of CCAS. The sub-committee performed a survey and compiled substantial information on the methods of evaluation that are currently employed. However, the subcommittee concluded that "The wide variety within our finding convinced the subcommittee that a one-size-fits-all approach to assessment of faculty teaching would be counterproductive." The PEAf committee agreed with this finding and concluded that further effort by PEAf was not needed in this matter. However, the Executive Committee requested that we revisit the issue. The PEAf committee discussed the issue further, but agreed that no further action is needed by PEAf unless a specific proposal is brought forth. The PEAf committee thought that it may be helpful for ASPP or other Senate committees to work with the Teaching Center Task Force in developing voluntary and supportive assessment tools to improve teaching. No Pending issues for 2010-2011.

4. **Governance Rights of Partially Retired Tenured Faculty**

The PEAf committee addressed the issue of the governance rights and privileges of tenured faculty who have entered partial retirement status. In responding to this task, the committee consulted the Faculty Code and Faculty Handbook, consulted the GW General Counsel's Office, obtained information from Academic Affairs on the numbers and percentages of faculty involved, sought input from all schools, and discussed this issue within the committee to determine perspectives throughout the university. Based on its findings, the PEAf committee submitted a report to the executive committee. The recommendation of the committee based on its study was that the current Faculty Code and Faculty Handbook permit partially retired tenured faculty to fully participate in governance matters as specified in the Faculty Code. The PEAf recommend that this policy be continued and that no changes be made in the current Faculty Code in this regard. No Pending issues for 2010-2011.

5. **Compliance of SPHHS and GSEHD with Article I.B.1 of the Faculty Code**

The PEAf committee continues to maintain contact with Professor Cherian, Chair of the Joint Subcommittee Regarding Compliance by SPHHS was informed that there continues to be progress in this regard. Similarly, Dean Mary Futrell has reported progress in GSEHD. PEAf should continue monitoring this issue.

6. **AAUP Report "Freedom in the Classroom"**

The AAUP report "Freedom in the Classroom" was published in September 2007. It addresses the conundrum faced today in modern academia of supporting the faculty's right to academic freedom while avoiding abuse of this right in a litigious and consumer oriented environment. Perceived abuse falls into four categories: I. Instructors are said to "indoctrinate" rather than "educate"; II. Instructors are accused of failing to present conflicting views on contentious subjects in a fair way, thereby depriving students of educational "balance"; III. instructors are sometimes accused of being intolerant of students' religious, political, or socioeconomic views, thereby creating a hostile atmosphere inimical to learning; and, IV. Instructors are accused of persistently interjecting material, especially of a political or ideological character, irrelevant to the subject of instruction. The AAUP report attempts to find a balance and suggest helpful guidelines. While it is not clear that this is a general problem at GW, it may be helpful to have recommendations in place when complaints occur. The AAUP report provides guidelines that might be helpful to faculty and administrators in setting the boundaries. While the committee discussed the issue in passing, it did not have time to consider it in detail. The committee was also advised of other reports on the same subject that it might consider. If the committee finds one of these reports useful, a possible outcome would be a resolution

adopting its recommendations. This issue may be considered on the Fall 2010 committee agenda.

Respectfully Submitted on behalf of the Committee:  
Charles A. Garris, Jr.  
Chair

**Senate Committee on Professional Ethics and Academic Freedom**

Cseh, Maria, Counseling, Human and Organizational Studies  
Darr, Kurt J., Health Services Management and Leadership  
Dayal, Molina, Obstetrics and Gynecology  
Garris, Charles A., Mechanical & Aerospace Engineering, Chair  
Kahn, Walter K., Electrical and Computer Engineering  
Loew, Murray H., Electrical and Computer Engineering  
Robinson, David, Emeritus, Law  
Tschudi, Paul, Health Sciences  
Van Cleemput, Geert, University Honors Program  
Wilmarth, Arthur E. Jr., Law

**ex officio:**

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences  
Kinder, Robin, Coordinator of Reference Services, Gelman Library  
Lawrence, Frederick M., Dean, GW Law School  
Martin, Dianne, Associate Vice President for Graduate Studies and Academic Affairs  
Robinson, Lilien F., Art, Executive Committee Liaison  
Weitzner, Richard, Associate General Counsel

**End of Year Report of the Faculty Senate Standing Committee  
on University and Urban Affairs (UAUA)**

**May 2010**

**Chair: Assistant Professor Christy Zink (czink@gwu.edu)**

The University and Urban Affairs Committee (UAUA) helps foster continued good citizenship between the George Washington University and the greater Washington, DC metropolitan area. By tracking and supporting GW's already allocated resources and initiatives, the UAUA strengthens GW's community relationships and provides the university with a valuable source of advice on continuous improvement and possible future endeavors in its urban environment. The UAUA Committee itself represents the breadth and strength of the University community, with active faculty, administrators, staff, and student members serving in full member or ex-officio status, from schools and departments across campus.

The UAUA Committee met actively throughout the school year to support the Faculty Senate's commission to support university policies and programs, as well as offering programming to the DC urban community.

- **Original programming: Community Education Programs.** After funding issues placed the St. Mary's Court Speakers Series on hiatus, the Committee voted to continue to find avenues for programming at the St. Mary's Court senior residential complex. St. Mary's recently hired a coordinator, and the program was relaunched this spring with GW faculty member Dolores Perillan, who provided a lunchtime lecture on Spanish poetry. Conversations continue about expanding programming and building service learning partnerships as natural extensions of the speaker's series.

Initial conversations have begun through meetings with Miriam's Kitchen, a center for services for the DC homeless, to build a seminar workshop series with GW faculty beginning in Spring 2011.

- **Faculty service, service-learning projects, and community research.** The Committee has maintained its commitment to advocate for service learning opportunities and academic recognition of this work across campus.

UAUA Committee members logged in more than 305 service hours to VolunteerMatch, contributing notably to the GW/Michelle Obama service learning challenge.

The Committee acts as a space of idea exchange and project development for faculty and staff dedicated to promoting service learning across the campus and surrounding city. Committee member Lisa Benton Short served on the Advisory Board to the Center for Civic Engagement and Public Service and helped interview for the new Director, connecting the UAUA committee's work and mission to those developing projects. Emily Morrison's work with ISCOPEs and the DC Health and Academic Preparation Program has expanded opportunities for faculty research and grants. The Committee has also worked closely throughout the year with The Office of Community Service to continue to build connections between community service programming and scholarly and pedagogical programming.

- **Community Building and Collaboration.** Committee members attended community events including the FRIENDS Fall Block Party and Spring Barbeque and volunteered for

the Freshman Day of Community Service. The Committee will continue to assist in planning and supporting programs that bring together University faculty and administrators with DC government leaders, citizen groups, and members of the Foggy Bottom community, through project such as the ISCOPEs program, the FRIENDS partnership, and student group-run community projects.

**Special Ad Hoc Committee of the Faculty Senate  
on  
Financial and Operational Planning  
for the  
Science and Engineering Complex**

**Final Report**

**Academic Year 2009/10**

**April 16, 2010**

In May of 2008 the Executive Committee of the Faculty Senate established a special committee of the faculty to act as an interface between faculty and administration on matters relating to the prospective Science and Engineering Complex (SEC). The committee, known as the Special Ad Hoc Committee of the Faculty Senate on Financial and Operational Planning for the Science and Engineering Complex, hereinafter referred to as the Senate SEC Committee, includes representatives from all Schools directly impacted by the project, namely CCAS, SEAS, ESIA, SB, SPHHS and SMHS. The current membership is as follows:

Brian Biles - SPHHS (Liaison to the Executive Committee)  
Alison Brooks - CCAS  
Joseph Cordes - ESIA  
Linda Gallo - CCAS  
Hermann Helgert – SEAS (Chair)  
Diana Johnson - CCAS  
Michael King - CCAS  
Murray Loew - SEAS  
Donald Parsons - CCAS  
Gary Simon - SMHS  
Anthony Yezer – ESIA

The SEC Committee's initial charge was to report to the Faculty Senate on

- (i) the projected size and scope of the SEC;
- (ii) the projected costs of building the SEC and providing the SEC with the requisite equipment and other furnishings;
- (iii) the anticipated sources of funding to meet those costs; and
- (iv) the projected impact of the SEC on the University's operational and capital budgets during the next several years.

During the current academic year the committee met on two occasions to consider the campus-wide activities related to the planning, design, cost and construction of the Science and Engineering Complex. At these meetings the SEC committee received a detailed update of the work being carried out by Ballinger Architects, the firm engaged in October 2009 to perform the initial



programming and benchmarking work for the project. Specific details included evolving concepts of space allocation for research, teaching and administration, the design of activity clusters, and the establishment of criteria and benchmarks for building use.

The Faculty Senate and its Executive Committee have been kept informed on the state of the SEC through two detailed presentations by Ballinger Architects. In addition, Ballinger Architects have engaged the faculty in their work through multiple interactive sessions that afforded opportunities for substantive faculty input to the programming of the SEC. Many of these inputs are reflected in the final report on planning and benchmarking issued by Ballinger.

At present the University is in the process of selecting a firm for the design and costing phases, with a planned completion date of late September 2010, in time for the meeting of the Board of Trustees in October 2010. Assuming approval by the BoT, the project will then obtain the necessary approvals and permits and proceed to construction in early 2011.

In view of the fact that the Faculty Senate is well represented on the SEC Operating Committee and the Subcommittee of the Board of Trustees for the SEC, it appears that the charge of the Special Ad Hoc Committee of the Faculty Senate on Financial and Operational Planning for the Science and Engineering Complex can be carried out by the Senate representatives on these two committees, and that the activities of the SEC Committee are therefore largely redundant. It is also apparent that the Senate Physical Facilities Committee and the Senate Committee on Fiscal Planning and Budgeting are well placed to keep the Senate informed and engaged throughout the complete development of the SEC.

## **REPORT OF THE EXECUTIVE COMMITTEE**

**14 May 2010**

**Michael S. Castleberry, Chair**

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

#### **Reports**

The Executive Committee will continue to monitor reports over the summer on matters related to the cost analysis of the SEC and financing of the complex and will report on these matters as information becomes available. Reports are expected on or before 25 August on the Ballinger Construction cost estimate for the SEC with financing plans to follow.

The Committee expects the final report of the Nursing School Report from Dean Johnson by 31 August.

### **OTHER MATTERS**

The Executive Committee will establish a new SEC committee and charge it with the review of the further development of the building complex, issues related to faculty offices, faculty participation in decision-making in the process, and regulations as to faculty access to the facilities.

The Committee will extend the work of the School of Nursing Special Committee to include the review of the final report of Dean Johnson and the development of hiring plans for new faculty, focusing on faculty participation in that process as per *Faculty Code* requirements.

### **PERSONNEL MATTERS**

#### **Nonconcurrences**

The Executive Committee received notification on April 29, 2010 from the Executive Vice President for Academic Affairs concerning a nonconcurrency in SEAS. The Committee will conduct its review of the case in May.

### **ANNOUNCEMENTS**

#### **Annual Faculty Assembly**

The Annual Faculty Assembly will be held on Wednesday afternoon, October 6, 2010, at a campus location to be announced. Please mark your calendars.

*Next Meeting of the Executive Committee*

The next meeting of the Executive Committee is scheduled for 27 August, 2010. Please submit resolutions, reports and any other matters for consideration prior to that meeting. The next meeting of the Faculty Senate will be on 10 September 2010.

I want to extend my appreciation to Professor Robinson for her time and support during the busy period of transition to the 2020-11 Senate Session in April and May.

The expedited consideration given to the Nursing School proposal by the Special Committee on the Proposed School of Nursing is very much appreciated, as was the participation of Senate members at the special meeting required to consider the School of Nursing Resolution on May 12, 2010. The outcome of all of this effort produced a result that had wide support.

I hope that everyone has a relaxing and enjoyable summer break.



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, D.C.**

**The Faculty Senate**

**May 7, 2010**

**The Faculty Senate will meet on Friday, May 14, at 1 p.m. in the State Room, 1957 E Street, N.W., 7<sup>th</sup> Floor. PLEASE NOTE THE START TIME FOR THIS MEETING.**

**Also please be advised that this is one of two Faculty Senate meetings scheduled for May, 2010. The first is a special meeting on May 12 at 5 p.m. (the agenda for this meeting has been distributed), and this regularly scheduled meeting on May 14.**

**AGENDA**

- 1. Call to Order**
- 2. Approval of the minutes of the regular meeting of April 9, 2010, as distributed**
- 3. Introduction of newly-elected and re-elected Senate members**
- 4. A RESOLUTION ON FACULTY COMPENSATION INCREASES AND COMPENSATION POLICY, (10/2) Fiscal Planning and Budgeting Committee (Resolution 10/2 is attached)**
- 5. Introduction of Resolutions**
- 6. Update on the Innovation Task Force: Associate Vice President for Academic Operations D. Jeffrey Lenn**
- 7. General Business**
  - (a) Nomination for election of Professor Bruce Dickson (ESIA) to the Faculty Senate Executive Committee for the 2010-11 Session, to replace Professor Peter Klaren (ESIA), who is unable to serve**
  - (b) Approval of dates for regular Senate meetings in the 2010-11 Session recommended by the Executive Committee as follows:**

<b>September 10, 2010</b>	<b>January 14, 2011</b>
<b>October 8, 2010</b>	<b>February 11, 2011</b>
<b>November 12, 2010</b>	<b>March 11, 2011</b>
<b>December 10, 2010</b>	<b>April 8, 2011</b>
	<b>May 6, 2011</b>
  - (c) Nomination for election of Professor Juliana M. Taymans (GSEHD) to the Dispute Resolution Committee for a three-year term**

- (d) Nominations for election of Chairs and members of Faculty Senate Standing Committees for the 2010-11 Session (list to be distributed)
  - (e) Nominations for appointment by the President of the following faculty members to Administrative Committees:  
  
Joint Committee of Faculty and Students: Alan Wade, Faculty Co-Chair, Alison DeLeo, Hartmut Doebel, Carmen Gomez, Catheeya Ismail, Amy Mazur, and Monica Ruiz; Marvin Center Governing Board: Nicole Burwell
  - (f) Nominations for appointment of faculty members by the Board of Trustees to the following Trustees' Committees:  
  
Committee on Advancement: Joseph J. Cordes; Committee on Academic Affairs: Michael S. Castleberry; Committee on Student Affairs: Alan G. Wade
  - (g) Nominations for election by the Faculty Senate of the following faculty members to the Student Grievance Review Committee: Kimberly Acquaviva, Heidi Bardot, Mary J. Barron, Nicole Burwell, Joan Butler, Michael S. Castleberry, Venetia L. Orcutt, Rumana Riffat, Edward Robinson, and Beverly Westerman
  - (h) Report of the Executive Committee: Michael S. Castleberry, Chair
  - (i) Annual Reports of Senate Standing Committees
  - (j) Chair's Remarks
- 8. Brief Statements (and Questions)
  - 9. Adjournment

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary

Attachment

**A RESOLUTION ON FACULTY AND STAFF COMPENSATION INCREASES AND  
COMPENSATION POLICY (10/2)**

- WHEREAS,** due to prudent and sound financial decisions, the University is in a strong financial position, as evidenced by the accumulation of reserves in excess of \$250 million and excellent credit ratings from S&P and Moody's; and
- WHEREAS,** the University administration and the Board of Trustees have noted that the current relative financial strength of the University presents an opportunity for The George Washington University to improve its position relative to that of other market-basket schools; and
- WHEREAS,** for Fiscal Year 2010 the University administration and the Board of Trustees were able to continue the past policy of providing for a 4% merit salary pool for faculty and staff while maintaining a balanced budget, and
- WHEREAS,** the quality of education and life at the University is inextricably linked to the quality of the faculty and staff which form its core, and compensation policy is crucial to maintaining that quality, and allowing the University to improve its ability to continue to compete for the best available faculty and staff; and
- WHEREAS,** the Board of Trustees is in the process of developing the University budget for Fiscal Year 2010-2011; and
- WHEREAS,** current budget projections indicate that the University's financial position for Fiscal Year 2011 will continue to be strong, **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF  
THE GEORGE WASHINGTON UNIVERSITY**

1. That the Faculty Senate commends the University administration and the Board of Trustees for the decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010; and
2. that the Faculty Senate strongly urges the University administration and the Board of Trustees to stay the course by providing for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position.

Committee on Fiscal Planning and Budgeting

April 20, 2010

	AAUP 2009-2010			AAUP 2008-2009			Percent Chng. 2009/10 vs.2008/09		
	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst
American University	146.5	96.4	67.2	142.9	92.6	67.6	2.5%	4.1%	-0.6%
Boston University	140.6	95.5	82.1	135.7	91.2	76.4	3.6%	4.7%	7.5%
Duke	160.8	102.6	89.8	161.2	107.3	89.5	-0.2%	-4.4%	0.3%
Emory University	154.8	99.4	83.4	153.4	100.5	84.1	0.9%	-1.1%	-0.8%
George Washington University	142.9	98.6	81	134.7	97	78.7	6.1%	1.6%	2.9%
Georgetown University	155.5	100.7	83.6	155.9	101	80.5	-0.3%	-0.3%	3.9%
New York University	171.1	101.5	92.7	170.7	103.7	93.5	0.2%	-2.1%	-0.9%
Northwestern University	166.3	106.9	95.3	161.8	105.3	93.5	2.8%	1.5%	1.9%
Southern Methodist University	133.4	89.9	84.4	127.5	88.8	84.2	4.6%	1.2%	0.2%
Tufts University	127.2	95.3	75.7	128	95.3	75.8	-0.6%	0.0%	-0.1%
Tulane University	128	84	67.8	125.9	83.4	65.2	1.7%	0.7%	4.0%
University of Miami	132.5	86.9	79.1	132.8	86.2	79.5	-0.2%	0.8%	-0.5%
University of Southern California	145.8	98.6	89.6	145	95.8	86.7	0.6%	2.9%	3.3%
Vanderbilt University	145.1	93.1	73.1	145.9	93.5	72.5	-0.5%	-0.4%	0.8%
Washington University	160.7	97.1	85.4	159.3	96.5	85	0.9%	0.6%	0.5%
GWU Ranking Relative to Market Basket	10	6	10	11	6	10	1	4	5